

Enterprise Saskatchewan Progress Report

September 30, 2008



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Message from the Chair

Saskatchewan's economy is on a roll, and the province is being seen as the rising star of the New West, and quite possibly all of Canada. Over the last 12 months, Saskatchewan led the nation in economic growth as well as employment, overall construction, wholesale trade, and retail sales growth. We had the third highest population growth. The chartered banks are predicting that Saskatchewan will continue to lead the nation in economic growth in 2008.

Enterprise Saskatchewan is a bold and innovative approach to creating sustainable economic growth and lasting prosperity. Continued economic growth is necessary to sustain quality health care, education, and other social programs that Saskatchewan residents look forward to. We believe that the stakeholders who are working in the economy every day know what is needed to reduce barriers and take advantage of economic opportunities, and we want to tap into their wisdom.

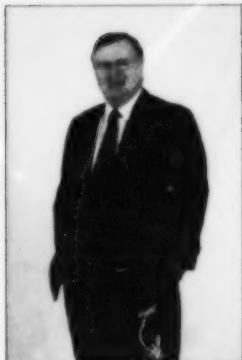
The Enterprise Saskatchewan Board members bring strong collaboration, governance experience, industry knowledge, and competitive insights to the table. The Board is well-rounded and is comprised of members who are highly respected in their communities and among their peers. I am confident that the province will be well served by these people who are dedicated to improving the quality of life of everyone in the province.

The Enterprise Saskatchewan Board started to meet on March 31, 2008 as an Interim Advisory Board, and began to operate as a legally constituted board following proclamation of the new *Enterprise Saskatchewan Act* on July 29, 2008. Over the course of the past months, the Board has been quite busy as you can see from the summary provided in this report. I have also provided a summary of our Government's responses to the early ES Board recommendations.

I look forward to continuing to work with the Board and staff of Enterprise Saskatchewan over the coming months.

A handwritten signature in black ink, appearing to read 'L. Stewart'.

Lyle Stewart
Chair



Message from the Deputy Chair

An important role for ES is to increase transparency and accountability through public reporting. At our first meeting, the ES Interim Advisory Board ("Board") made the decision to be pro-active in communicating to Saskatchewan residents. I am honoured to present the first of what will be regular updates on the progress of the future ES Board.

The Board hit the ground running, and already has had five all-day meetings with full agendas, as well as conference calls and various sub-committee meetings. One of our first actions was to put strong governance policies in place to guide our actions as a board. We also identified some of the top priorities for action, such as closing the labour market demand and supply gap, which we will be monitoring and reporting on.

Over the next few months, Enterprise Saskatchewan will be working with stakeholders to develop a balanced scorecard, with indicators that are important in measuring progress. We will be reporting on those indicators in future reports.

I am looking forward to working with the new ES Board and staff to establish an environment for sustainable economic growth and prosperity for all Saskatchewan people.

Gavin Semple

Message from the Chief Executive Officer

It is an honour to be confirmed by the Board as the founding CEO of Enterprise Saskatchewan. I am dedicated to the mission of our new agency.

The last few months have been extremely busy in rolling out the new Enterprise Saskatchewan operating structure, supporting the Board's meetings, as well as promoting the province and responding to heightened interest in economic opportunities.

Economic growth is a priority for all of us. It is too important to be driven only by "politics and internal bureaucracies". Enterprise Saskatchewan brings stronger credibility, idea generation and genuine partnerships with all our key stakeholders. We will be working towards increased co-ordination, focus and especially alignment of government policies to support growth.



We have exciting times ahead!

Dale Botting

Executive Summary

Establishment of Agency and Board

The Enterprise Saskatchewan Act received Royal Assent on May 14, 2008, and was proclaimed on July 29, 2008. The Act establishes Enterprise Saskatchewan (ES) as a special operating agency and an agent of the Crown.

The 12-member ES Board of directors includes representatives of business, labour, Aboriginal people, rural and urban municipalities, post-secondary education institutions, co-operatives, the resource industry, and agricultural producers, as well as one member-at-large. By legislation, the Minister of Enterprise and Innovation and one other member of Executive Council also sit on the Board.

Three Board committees have been established: governance, audit and finance, and human resources and compensation.

The Honourable Brad Wall, Premier of Saskatchewan, has asked the ES Board to oversee three priorities during the coming months: closing the labour supply and demand gap, identifying uranium value-added opportunities, and hosting a New West Summit in Saskatchewan in 2009.

The ES Board has identified five additional priorities for growing the economy: infrastructure to support economic growth (including social infrastructure), Aboriginal participation in the economy, resource value-added development and diversification, regulatory modernization, and enhanced venture capital.

Enterprise Saskatchewan Operations

ES has been organized into five operating divisions.

The Sector Development and Innovation Division is responsible for increasing the growth and competitiveness of key economic sectors. Sector teams of external industry advisors will make recommendations to remove barriers to growth and build on competitive advantages. This Division will also focus efforts in innovation and commercialization, strategic management of research spending and related infrastructure, technology transfer, and productivity improvement.

The Competitiveness and Strategy Division will support stakeholder-led strategic issues councils to generate added policy advice to government. It will also identify growth measures, track ongoing performance, and report publicly on progress.

The Regional Enterprise Division is developing a new Enterprise Regions (ER) Program based on the recommendations of the Regional Economic Development Authority (REDA) Working Group. The ER Program will assist each region, including future northern ERs, to increase business and industry competitiveness, realize economic potential and compete globally.

The Marketing and Investment Attraction Division will promote Saskatchewan as the best place to live, work, operate a business, and invest. The Division will co-ordinate activities with other partners to attract investment through effective co-branding, co-marketing, and strategic and aggressive promotional and sales efforts.

The Corporate Services Division will include finance, communications and public affairs, human resources, information technology, legal and board services, contract administration, and programs such as Invest in Saskatchewan, Small Business Loans Association, and the Western Economic Partnership Agreement, among others.

Highlights of Accomplishments

- The Labour Market Strategy is under development and is expected to be completed by March 31, 2009.
- The Regulatory Modernization Council held its first meeting on September 17, 2008. The adoption of service standards by provincial ministries has been identified as a priority.
- Members for 18 sector teams have been identified. Meetings are being set up beginning in October.
- An Entrepreneurship Council is being established and members will meet in early November. A comprehensive entrepreneurship strategy is under development.
- ES is working with AEEL on an overall assessment of "Big Science" infrastructure, and expects to return to the ES Board with a more complete picture of funding and the prospects for using endowments by mid-Fall 2008.
- The Enterprise Regions program was launched on August 6, with regional meetings being held August through October.
- A working group has been formed to further define and advance enterprise regions in northern Saskatchewan.
- ES has supported the Information Technology Office in research that will lead to the creation of an online business gateway.
- The ES board has proposed a full evaluation of the economic potential for value-added expansion of the nuclear industry and environmental considerations for Saskatchewan.
- ES participated in an investment, labour, and tourism attraction mission to Toronto September 28 to October 1, 2008.

Enterprise Saskatchewan Introduction



Board members and CEO, from left: Myrna Bentley, Hugh Wagner, Gavin Semple, Craig Lothian, Bill Cooper, CEO Dale Botting, Michael Fougere, Honourable Lyle Stewart, David Marit, Honourable June Draude, Gary Merasty, Crystal McLeod, and Mark Frison.

The Enterprise Saskatchewan Act received Royal Assent on May 14, 2008, and was proclaimed on July 29, 2008. The Act establishes Enterprise Saskatchewan (ES) as a special operating agency and an agent of the Crown.

In December 2007, 273 organizations representing business, labour, Aboriginal people, rural and urban municipalities, post-secondary education institutions, co-operatives, the resource industry, and agriculture producers were invited to submit nominations for the ES Board of Directors. The general public also was invited to apply for the "member-at-large" position. Through this process, over 300 submissions were received by January 31, 2008. Each nominee was evaluated against a broad range of criteria to provide a representative,

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professional board with proven experience in board governance and an extensive range of skills and experience.

The new ES Board members were appointed through ministerial order as an Interim Advisory Board to allow the members to begin work prior to *The Enterprise Saskatchewan Act* being proclaimed. The Board met for the first time on March 31, 2008 with subsequent meetings on April 24, May 22, June 19, September 23, and by conference call on July 29, 2008. Board committees have also met.

The ES Act designates the Minister of Enterprise and Innovation as Board Chair. The Board confirmed Gavin Semple as Deputy Chair and established three committees:

- Governance (chaired by Gavin Semple);
- Audit and Finance (chaired by Myrna Bentley); and
- Human Resources and Compensation (chaired by Gary Merasty).

The ES Board is responsible for:

- overall governance and co-ordination;
- oversight and co-ordination of collaborative input from other stakeholder consultation processes;
- making recommendations to Cabinet;
- providing direction to the CEO; and
- communicating progress to the public.

ES Board Priorities

The Honourable Brad Wall, Premier of Saskatchewan, addressed the Board at its first meeting, and stressed the importance of its work to the province's growth agenda.

Priorities Premier Wall would like the ES Board to oversee during the coming months include:

- closing the labour supply and demand gap;
- identifying uranium value-added opportunities; and
- hosting a New West Summit in Saskatchewan next year.

In addition to Premier Wall's priorities, the Board identified the following as key priority issues for action in growing the economy:

- infrastructure to support economic growth, including social infrastructure;
- Aboriginal participation in the economy;
- resource value-added development and diversification;
- regulatory modernization; and
- enhanced venture capital.

Recognizing and celebrating successful entrepreneurs and businesses in Saskatchewan was also seen to be important in creating an environment for growth.

"Enterprise Saskatchewan will be organized and based on the key sectors of our economy. Its job, through sector participants, will be to identify, develop, and monitor competitive advantages and disadvantages in each sector and prescribe action. Reports will be public, and will add to the accountability of this and future governments when it comes to our stated objectives of being among the most competitive business climates in the country.

In short, its role is to continually push the competitive envelope."

—Premier Brad Wall



ES Operations

ES will have the following five divisions:

The Sector Development and Innovation Division will be responsible for increasing the growth and competitiveness of the key sectors. Sector teams of external industry advisors will make recommendations to remove barriers to growth and build on competitive advantages. ES staff will support 18 various sector teams. This Division will also review, co-ordinate and focus efforts in innovation and commercialization, strategic management of research spending and related infrastructure, technology transfer, and productivity improvement. It will develop future plans for Innovation Saskatchewan to emerge as a related agency.

The Competitiveness and Strategy Division will support strategic issues councils and special task forces to generate added policy advice to government. It will also identify growth measures and track ongoing progress. Strategic issues councils of industry and other stakeholder partners will be established to make recommendations and oversee strategies to

address key issues affecting economic growth, including, for example:

- labour market development (Saskatchewan Labour Market Commission);
- regulatory modernization;
- entrepreneurship;
- youth retention and engagement; and
- Aboriginal economic development partnerships.

ES has a clear focus on results. The Division will work with stakeholders to set out clear targets for economic performance, and establish measurable indicators to monitor growth and report publicly on progress.

The Regional Enterprise Division is developing a new Enterprise Regions (ER) Program based on the recommendations of the REDA Working Group. The ER Program will assist each region to increase business and industry competitiveness, realize its economic potential and compete globally.

The Marketing and Investment Attraction Division will promote Saskatchewan as the best place to live, work, operate a business, and invest. The Division will co-ordinate activities with other partners such as Tourism Saskatchewan, Saskatchewan Trade and Export Partnership (STEP), the Ministry of Advanced Education, Employment and Labour (AEEL), and ERs to attract investment through effective co-branding, co-marketing, and strategic and aggressive promotional and sales efforts.

The Corporate Services Division will include finance, communications and public affairs, human resources, information technology, legal and board services, contract administration, and programs such as Invest in Saskatchewan, Small Business Loans Association, and Western Economic Partnership Agreement, among others.

ES is staffed through re-allocation of staff resources from the Ministry of Enterprise and Innovation (EI). Sector Development and Innovation; Competitiveness and Strategy; Regional Enterprise; and Marketing and Investment Attraction Divisions' staff transferred to ES in early August 2008. The Corporate Services Division is expected to transfer to ES in early November 2008.

Implementation of ES's recommendations will further be co-ordinated through various forums and/or committees with senior officials representing government ministries, agencies and Crown corporations with continuing responsibilities for economic development.

For more information, please visit www.ei.gov.sk.ca/Enterprise-Saskatchewan.

Emerging Strategies in Advanced Education, Employment and Labour

The Honourable Rob Norris, Minister of AEEL, spoke to the Board about his Ministry's three main priorities to support economic growth:

1. Immigration:
 - increasing the effectiveness of the Saskatchewan Immigrant Nominee Program;
 - working with the federal government to improve access to the Temporary Foreign Worker Program based on lessons learned in Alberta and British Columbia pilot programs; and
 - building a better immigration system through identifying barriers and implementing best practices and collaborating with the federal government.
2. Training and Workforce Development:
 - 5,500 new training and workforce development opportunities;
 - \$12 million for the Graduate Retention Program;
 - single largest increase in health education capacity;
 - \$5 million in new money to Aboriginal post-secondary and skills training;
 - \$7.7 million to SIAST, colleges, and the Saskatchewan Apprenticeship and Trade Certification Commission; and
 - new partnership with the federal government and public-private partnerships.
3. Balancing labour legislation
 - Saskatchewan Labour Relations Board leadership changes;
 - *The Public Service Essential Services Act*;
 - *The Trade Union Amendment Act, 2007*; and
 - Labour legislation modernization that focuses on a predictable, competitive labour environment and building a culture of safety.

Saskatchewan Labour Market Commission

The Saskatchewan Labour Market Commission (SLMC), a business labour government partnership established in 2007 as a legislated entity, is the first strategic issues council which will be working with ES. SLMC Co-Chairs Holly Hetherington (Saskatchewan Chamber of Commerce) and Larry Hubich (Saskatchewan Federation of Labour) along with Vern Bachiu, SLMC CEO, presented how their work will contribute to addressing the labour market supply and demand gap. The Commission estimated there will be a shortage of between 23,000 to 217,000 workers in 15 years. The Commission further noted that the province's future labour supply will come from the Aboriginal community, immigration and inter-provincial migration, retention strategies, and increased productivity.

SLMC, in consultation with ES and other key partner agencies, is leading the preparation of a labour market development strategy as a key priority, with a target completion date of March 31, 2009; the strategy framework will be completed by early November 2008.

Other SLMC activities include:

- Training for Excellence Awards;
- Aboriginal Participation Initiative (establishing partnerships to remove employment barriers);
- Workplace Essential Skills Tool Kit (tool kit targeted to the construction sector, which can be adopted by other industries); and
- Saskatchewan Futures Project (pilot Internet portal to link youth with employers).

See www.sasklmc.ca for more information on the SLMC.

The Board recognizes the key importance of labour market development to the province's growth agenda and encouraged quick implementation of key actions to address labour market shortages.

Regulatory Modernization Council

The Board recognizes that the regulatory environment has a major impact on the business climate and investment. Outdated and inefficient regulations have a negative impact on investments, and are particularly costly to small businesses, without corresponding benefits to public health, safety, workers, or the environment. "Regulatory modernization" is not about "deregulating," but about smarter regulation and how regulations are administered.

The Board passed a motion to establish a strategic issues council to make recommendations on ways to improve business services including one-stop services and to reduce regulatory red tape.

The Regulatory Modernization Council (RMC) held its first meeting on September 17, 2008, where members discussed service standards, environmental performance-based regulations, the new business gateway project, and issues and priorities for the council to oversee. The RMC requested a compilation of all permits, licenses and business fees for review.

The RMC Chair, Mr. Bob Schutzman, presented a summary of the Council's first meeting to the ES Board, which advised the RMC to also identify and address other significant regulatory issues impacting business such as duplication among provincial securities commissions. For more details on the RMC, please see the news release dated September 17, 2008 on the Enterprise Saskatchewan website.

Government Gateway Project

The Information Technology Office presented on the "Government Gateway Project" with a focus on research being undertaken by IBM for the new business portal.

The Board supported the client-focused approach being proposed, and particularly encouraged more consistent forms being available across government, availability of online transactions, and a single-window approach to business registration with other levels of government.

Environmental Results-Based Regulations

Senior staff and consultants from the Ministry of Environment presented Environment's proposal for a review of existing regulations and movement from the existing "command and control" regulatory model towards a more results-based regulatory model.

The Board Sub-Committee supported Environment's proposed general direction and proposed consultations and research.

Entrepreneurship Strategic Council

The Board discussed a proposed Entrepreneurship Strategic Council to address some of the impediments to entrepreneurship including funding, public perception, and the lack of appreciation as a career opportunity. Barriers to entrepreneurship are not confined to youth, but are encountered by people of all ages interested in starting and growing a business.

The Board endorsed the establishment of an Entrepreneurship Council and the drafting of a comprehensive entrepreneurship strategy.

Tax Competitiveness

The Enterprise Saskatchewan Act specifies that development of Saskatchewan's economy by private enterprise be assisted by policies of the Government of Saskatchewan to ensure that taxes are competitive with other jurisdictions. It also states that the Government of Saskatchewan may provide for new tax incentives, specifically intended to encourage new economic growth to businesses, industries, or sectors of Saskatchewan's economy.

The Ministry of Finance provided the Board with an overview of Saskatchewan taxes. Although provincial personal, corporate, and sales tax rates have decreased significantly over the last decade, tax competitiveness is a moving target as other provinces adjust their taxes. Saskatchewan's marginal effective tax rate for investment is higher than in Alberta or provinces with value-added sales taxes.

The Board stressed the importance of tax policies in attracting investment and people, and in encouraging labour market participation. They discussed initial priorities for focus as being property taxes (particularly the education component) and personal income tax competitiveness for both low and high income earners.

Sustainability of Big Science—Strategic Research Infrastructure

The Canadian Light Source Synchrotron (CLS) and the Vaccine and Infectious Disease Organization (VIDO)/Intervac are specialized capital-intensive research facilities that attract world-class scientists and researchers from across Canada and internationally. The CLS and VIDO/Intervac, as strategic research infrastructure, contribute to our provincial economic growth through the commercial applications of the research to our key industries, spin-off of advanced technology companies, jobs that retain and attract highly-skilled persons,

local goods and services purchased, as well as contribute to our prestige as an innovative province.

Research facilities require secure, long-term operational funding to enable stable research programs. Some other jurisdictions establish endowment funds to provide operating funding to support strategic research. For instance, the Alberta Ingenuity Fund, established in 2000 with an endowment of \$1 billion, supports science and engineering research in Alberta.

The Board requested more information and assessment on the use of endowment funds as an option to sustain our provincial strategic research infrastructure.

Enterprise Regions

The REDA Working Group was tasked with making recommendations on how to increase the overall effectiveness of regional economic development efforts. The Working Group recommended that natural commutershed areas, identified through research by Doug Elliot, be used as a basis for providing regional economic development services. Adequate resources are also needed for effective efforts.

The Board endorsed the enterprise region concept in principle but also instructed that Saskatchewan Urban Municipalities Association (SUMA) and Saskatchewan Association of Rural Municipalities (SARM) be consulted about the transition.

The Board also recommended that enterprise regions in northern Saskatchewan be established.

Sector Teams

The Enterprise Saskatchewan Act requires the establishment of sector teams to survey and identify barriers to growth, and to provide recommendations for the removal and reduction of those barriers. Sector

teams will be established and rolled out over the next few months in the following sectors of Saskatchewan's economy:

- Energy
- Minerals
- Forestry
- Manufacturing
- Agri-value
- Agriculture
- Arts and Culture
- Tourism and Hospitality
- Co-operatives
- Financial Services
- Transportation and Logistics
- Construction and Land Development
- Home Building and Housing
- Commercialization and R&D Services
- Information Technology
- Alternative Energies and Environmental Industries
- Life Sciences and Biotechnology
- Biofuels and Bio-Products

Each advisory sector team of nine leading industry advisors will be supported by a combination of ES and government ministries' staff. The sector teams are expected to be in place by mid-fall.

Value-Added Nuclear Strategy

The Board was given a presentation on potential value-added nuclear opportunities for further assessment:

- nuclear power;
- uranium conversion;
- enrichment;
- medical isotopes; and
- other research.

The Board recommended that a full evaluation of the economic potential for value-added expansion of the nuclear industry and environmental considerations for Saskatchewan be conducted, and that:

- the evaluation should be carried out by a partnership including representatives from all phases of the nuclear fuel cycle, as well as Saskatchewan business, labour, universities, First Nations, and local governments;
- the work of the partnership be supported with funding from industry and government; and
- the partnership be mandated to report back to Cabinet with its evaluation and recommendations for next steps by January 31, 2009.

Polygeneration

A presentation by polygeneration proponents, including TransCanada, outlined a proposed alternative energy project located at Belle Plaine, Saskatchewan. Negotiations are currently underway with SaskPower for the potential delivery of 300 megawatts of power. The polygeneration project would be a \$4 billion plus investment with a tentatively planned completion date of 2014. The project would create 2,500 peak construction jobs and 150 permanent jobs.

The polygeneration project also has the potential to be a key component of an integrated energy complex that includes a heavy oil upgrader, refinery, and petrochemical manufacturing. A working group is undertaking a feasibility

assessment of the integrated energy complex.

Investment Attraction and Marketing

Saskatchewan's challenge is to co-ordinate investment attraction efforts to sectors in which we have clear competitive advantages and to key source markets. A proactive marketing strategy will include the design and implementation of a branding campaign to increase Saskatchewan's visibility, a domestic and international media relations strategy, and sector-specific value propositions. ES will co-ordinate promotion of the province with other government institutions and stakeholders.

Marketing Strategy—Ready for Growth

ES is working with AEEL on a co-ordinated campaign to attract workers, investment and tourists to Saskatchewan. The first mission was in late May/early June to Windsor and London, Ontario, where there are unemployed, skilled tradespeople. ES also participated in a job fair and investment attraction mission to Toronto in late September/early October. Other target markets include Alberta, Manitoba, and British Columbia.

The Board recommended that the Atlantic provinces also be considered as target markets.

The Importance of Rural Schools and Health Facilities to Economic Development

The Board discussed the impact that school closures have on economic development in rural Saskatchewan. Up to 25 schools in the province may come under review for closure in 2008. The absence of schools, as well as health care facilities, can be detrimental to attracting employees and investment in rural and northern Saskatchewan.

Social infrastructure is important in supporting the new economic prosperity.

The Board recommended that in light of the changing Saskatchewan economy, and the important role that schools and health care facilities play in our infrastructure, that:

- 1) any decisions on rural and northern school or health care facilities be suspended for a three year period, at which time an appropriate analysis on the closure of these facilities can be undertaken; and
- 2) the government undertake an immediate review of the critical role which both our primary education system and health care facilities in rural Saskatchewan play in our province's economic development.

Other Presentations

Graduate Retention Program

Consultants from AEEL updated the Board on the Graduate Retention Program and eligibility criteria for the graduate tax credit.

The Board supported the expansion of the graduate tax credit to attract recent graduates from outside the province and to include post-graduate students as being eligible for the credit.

Saskatchewan Chamber of Commerce

Former Chamber President Dave Dutchak, Vice-President Holly Heatherington, and CEO Steve McLellan presented the Chamber's *New Growth Strategy* to the Board. The Chamber has set 20 growth targets related to population, labour market, and economic activity, with the key target being a population of 1.5 million people by 2030. A Chamber-led, stakeholder-driven task force is being established to make recommendations focussing on infrastructure, education, immigration, innovation, and growing Aboriginal businesses.

Saskatchewan Economic Checklist September 2008

Economic Indicator	Values	Year-over-year % Growth	Canadian Average %	Rank in Canada % Growth
Population	1,015,985	1.6	1.2	3 rd
Average Economic Growth (GDP) 2008*	—	3.4	1.2	1 st
Average Weekly Earnings	\$750.15	3.7	2.7	4 th
Unemployment Rate	—	5.4	6.5	4 th
Number of People Employed	519,600	3.0	1.3	1 st
Wholesale Trade	\$1.97B	72.8	10.6	1 st
Retail Sales	\$1.31B	13.7	7.7	1 st
Construction Overall Building Permits**	\$297.9M	89.3	5.7	1 st
Construction Residential Building Permits	\$110.1M	33.7	-1.4	3 rd
New Vehicle Sales	4,624	12.7	5.0	5 th

* Average based on eight forecasts.

Figures are as of September 29, 2008 and, except where indicated, are the most recent monthly statistics available.

For more information, see Statistics Canada at www.statcan.ca and the Saskatchewan Bureau of Statistics at www.stats.gov.sk.ca.

APPENDIX A

Enterprise Saskatchewan Board Members



The Honourable Lyle Stewart, Chair, is Minister of Enterprise and Innovation and responsible for the Saskatchewan Government Growth Fund, Saskatchewan Opportunities Corporation, Saskatchewan Research Council, and Investment Saskatchewan. He was first elected as the MLA for Thunder Creek in 1999. He continues to farm and ranch near Pense.



Gavin Semple, Deputy Chair, (business nominee) is Owner and President of Brandt Group of Companies, the largest privately-held company in Saskatchewan, employing 1,250 people across Canada. Mr. Semple has served on several boards and also actively supports community organizations such as Ipsco Place and Luther College.



The Honourable June Draude (member of the Executive Council) is Minister of First Nations and Métis Relations and responsible for Northern Affairs. Minister Draude was first elected as the MLA for Kelvington-Wadena in 1995. She has operated a mixed farming corporation, a playground manufacturing business, and was instrumental in starting a bed and breakfast.



Myrna Bentley (co-operatives sector nominee) is President and CEO of Concentra Financial Services Inc. She has worked in the co-operative financial system for over 30 years, holding a variety of senior executive positions. Ms. Bentley is an active community volunteer and served on many non-profit boards, winning many awards and recognition for her leadership.



Bill Cooper (agriculture producers nominee) has been involved in farming in the Foam Lake area since 1951, and has taught numerous agriculture courses at the University of Saskatchewan. Mr. Cooper has served on several agriculture boards, committees, and think tanks, and is an advocate for market-driven solutions to agriculture.



Michael Fougere (urban municipality nominee) is the President of the Saskatchewan Construction Association. Mr. Fougere is currently sitting for his fourth term on Regina City Council, and serves on many committees. He previously worked with the provincial government in the area of investment attraction, business development, and business immigration.



Mark Frison (post-secondary nominee) is President and CEO of Great Plains in Swift Current. Mr. Frison spent several years in economic development in Atlantic Canada in senior positions. He has served on several boards, advisory bodies, and commissions.



Craig Lothian (resource sector nominee) has over 15 years experience in the oil and gas sector and is currently President and CEO of two energy-based companies, Keystone Royalty Corp. and Villanova Energy Corp. He has served on several corporate and community boards. Mr. Lothian was previously a partner in a Regina law firm.



David Marit (rural municipality nominee), a farmer in the Fife Lake area for over 35 years, is currently the President of Saskatchewan Association of Rural Municipalities (SARM) and has represented SARM on several councils and committees including the Action Committee on the Rural Economy, Agrivision, and Clearing the Path.



Crystal McLeod (member at large) is a lawyer with MLT. She has been involved in economic development and served on several boards of financial institutions. She is a member of Yellow Quill First Nation and is an active volunteer with community-based organizations.



Gary Merasty (Aboriginal nominee) is Vice President of Corporate Social Responsibility for Cameco. Mr. Merasty has served as Grand Chief of the Prince Albert Grand Council and as a Member of Parliament. Mr. Merasty has experience in governance, policy development, and business, both in the Aboriginal and private sectors.



Hugh Wagner (labour nominee) is the General Secretary of the Grain Services Union. Mr. Wagner serves on a variety of committees, consultative bodies, and labour movement forums, including the Saskatchewan Labour Market Commission. Mr. Wagner has worked in the service sector, the construction industry, and the Saskatchewan civil service.

ADDENDUM **FROM THE MINISTER OF ENTERPRISE AND INNOVATION:** **Progress Report on Government's Response to ES Board Recommendations**

Recommendations	Progress
<p>Establish a strategic issues council to improve business services and reduce regulatory red tape.</p>	<p>Seven business leaders appointed to the Regulatory Modernization Council held their first meeting on September 17, 2008. The Council discussed various priorities, with the adoption of service standards being a key priority.</p>
<p>Create private sector-led <i>Sector Teams</i> to provide advice on removing barriers to growth and building on key strengths to capture opportunities in key economic sectors.</p>	<p>Eighteen sector teams are being established. Approximately nine business leaders have been invited to participate on each sector team. Meetings are being set up starting in October.</p>
<p>Quickly implement actions to address labour market shortages.</p>	<p>The Labour Market Strategy is under development, and is expected to be complete by March 31, 2009.</p>
<p>Focus on property taxes and personal income taxes as tax competitiveness priorities.</p>	<p>Mr. Jim Reiter, Legislative Secretary to the Minister of Education, Property Tax Initiative is leading a review of property taxes in the funding of K-12 education. Public feedback has also been sought on priorities for the budget surplus.</p>
<p>Further analyze endowment funds as an option to sustain our provincial strategic research infrastructure.</p>	<p>ES is working with AEEL on an overall assessment of "Big Science" infrastructure, and expects to return to the ES Board with a more complete picture of funding and the prospects for using endowments by mid-fall 2008.</p>
<p>Pursue investment, labour and tourism attraction missions to Ontario, Alberta, Manitoba, and British Columbia, and consider adding Atlantic provinces.</p>	<p>ES, AEEL, and Tourism Saskatchewan led a mission to Toronto from September 28 to October 1, 2008. Discussions are taking place with WorkWest, a consortium involving Alberta, British Columbia and Saskatchewan employers, regarding a collaborative mission to Atlantic Canada.</p>
<p>Implement the enterprise region concept subject to further consultations with SUMA and SARM.</p>	<p>In June, consultations were held with the SUMA Board and the SARM Board and with SARM's six districts. The Enterprise Region program was launched on August 6 and regional meetings are being held August through October.</p>
<p>Establish enterprise regions in northern Saskatchewan.</p>	<p>Meetings have taken place with Western Diversification and a working group is being formed with ES, First Nations and Métis Relations, and the federal government to further define and advance northern regions.</p>

Recommendations	Progress
<p>Continue work to implement a proposed client-focused business gateway, with priorities to include more consistent forms across government, availability of online transactions and single-window business registration.</p>	<p>IBM has conducted research on best practices and consulted with stakeholders. The Information Technology Office will report back to the Board on the research results at the October ES Board meeting.</p>
<p>Conduct a full evaluation of the economic potential for value-added expansion of the nuclear industry and environmental considerations for Saskatchewan</p>	<p>The Government is currently considering this recommendation.</p>
<p>Expand the graduate tax credit to attract recent graduates from outside the province and include post-graduate students as being eligible for the credit.</p>	<p>A report has been completed and is under consideration by AEEL.</p>
<p>Pursue further consultations and research regarding a results-based model for environment regulations.</p>	<p>The Ministry of Environment is leading consultations with business, industry, communities, First Nations, select NGOs. A report on the first phase of the research is expected in the fall of 2008.</p>
<p>Establish an Entrepreneurship Council and prepare a comprehensive entrepreneurship strategy.</p>	<p>Council members have been identified and a meeting is being planned for early November. Over 600 people responded to a survey of barriers to entrepreneurship; these results will contribute to the entrepreneurship strategy.</p>
<p>In light of the changing Saskatchewan economy, and the important role that schools and health care facilities play in our infrastructure, 1) suspend any decisions on rural and northern school or health care facilities for a three year period, at which time an appropriate analysis on the closure of these facilities can be undertaken; and 2) undertake an immediate review of the critical role which both our primary education system and health care facilities in rural Saskatchewan play in our province's economic development.</p>	<p>The Government is currently considering this recommendation.</p>

